Informational and Interpersonal Justice as Mediators Between Trasnformational Leadership and Cynicism Toward Organizational Change

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Abstract: This study investigates the factors that can predict the emergence of cynicism about organizational change, which is defined as a pessimistic outlook for successful change with blame placed on "those responsible" for a lack of motivation and/or ability to effect successful change (Wanous et al., 2000). The predictor factors in this study include transformational leadership, informational justice, and interactional justice. The assessments utilized in this study were Cynicism about Organizational Change (Wanous et al., 2000), Organizational Justice Scale (Colquitt, 2001), and Multi Level Questionnaire Form 5x (Avolio et al., 1995). Respondents in this study were 165 permanent workers working in a firm that has experienced and is currently evolving, and who had been employed for at least two years. Processing data utilizing a macro process (Hayes, 2013) and a basic mediation analysis, the results show that informational justice has a mediating impact on the affects of transformational leadership on CAOC. Meanwhile, the mediating impact does not arise via interpersonal justice.

Keyword: Cynicism About Organizational Change, Informational Justice, Interpersonal Justice Organizational Change, Transformational Leadership

INTRODUCTION

Within the today's globalisation era, changes happen very often in many life aspects. One of the affected aspects in life is industry and organisation field. As the opened information access and the vast moving development, cause industry and organisation become very dynamic. Changes are normal and very common to happen within an organisation and to answer the challenge of globalisation era (Jex & Britt, 2008). In this context, changes that happen in an organisation are very dynamic and rapid that it is often hard to anticipate by the employees (Zimmermann, 2011). On the other hand, changes in organisation are inevitable, it is still something difficult, especially when it happens in big scale since organisational changes need its members to adapt with unpredictable situation and continuously changing environment

(Zimmermann, 2011). As much as there are so many challenges to conduct changes in an organisation, there are still compulsory changes that needed by the organisation to be able to survive for long-term existence. Dawson (2003) argued that there are two factors that determine the speed, direction and result of organisational changing process, which are internal and external factor. Internal factors are such as human resources, changes in task and products, and administration structure in individual factors. Individual factors are an important internal factor that determines the success of an organisational change. Individual here means the people involved in running their roles within that organisation, namely employees in a company.

It is necessary for organisation to observe the reaction shown by their employees when they are facing changes. According to Mangundjaya (2021), employees are able or unable to accept changes in both actively or passively. Rejection to changes can be actively done in demonstrative approach and rejecting instructions related to the changes. Meanwhile passive rejection called as passive-aggressive by not following the instruction, neither clearly denying it (Mangundjaya, 2021). Rejection to changes based on the lack of trust that the particular changes will work out (Mangundjaya, 2021). Such distrust caused by cynicism. Cynicism towards organisational change, which later will be addressed as CAOC, can be defined as pessimistic perspective about the success in attempting the changes that is being conducted because of some parties involved in the decision are considered unmotivated, incompetent, or both (Wanous, Reichers, & Austin, 2000). Wanous, Reichers, & Austin (2000) elaborated that CAOC is a combination between two elements: pessimism about successful changes in the future and blaming the failure to 'responsible people', which usually are management because they are lack of motivation and/or the ability to bring the changes.

During the moment of organisational change, employees will measure the process of decision making using critical approach. This causes one of the questions they will ask firstly to be "is this thing fair?" Furthermore, cynicism towards organisational change is also influenced by fairness perception, where employees will tend to be more cynical in their behaviour when it comes to low fairness climate in an organisation (Wu, Neubert, & Yi, 2007). This phenomenon examined within the interpersonal justice context, which is the phase where someone is treated based on their dignity, politeness and respect to informational, including information quality that someone receives regarding procedural conduct, decision and specific result (Greenberg, 1993). Meanwhile, the illustration of organisation and leaders are very close, when organisation performance is not well, most employees will weigh the blame to their leaders (Salancik dan Meindl, 1984, dalam Reichers dkk., 1997). What causes this is because there is an expectation where leaders can take control of their organisation, and when there is a failure, employees will breakdown what goes wrong and put the burden and blaming to their leaders (Reichers, Wanous, & Austin, 1997). Interpersonal justice and informational justice are very closely related with leadership, because the fact that leaders can be the agent where interactional justice and informational justice being perceived. This also happens because employees feel that the information and treatment they receive is sourced from their leaders (Schminke & Arnaud, 2004).

Bass (1985) defined transformational leadership (TFL) as the kind of leadership that can cause its followers to move outside their personal interest through ideal figure, inspiration, intellectual stimulation, or individual consideration. This enhanced the ability and maturity of employees, including their willingness to dream and to work at their highest ethic as their self-actualisation (Bass, 1985; in Bass, 1999). There are four dimensions in transformational leaders (Bass, 1985), which are: Idealized Influence, where leaders become the ideal role model for the followers, inspirational motivation, possessing the ability to inspire and motivate their followers, and individualised consideration, where leaders show sincere attention to their followers, and intellectual stimulation, which means giving challenges the followers to trigger their innovation and creativity. Transformational leader also can promote its followers to set

aside their personal interest for the sake of group's shared goals (Bass, 1997). Other than that, transformational leadership considered as one of the effective representations of leadership style in change context (Wu, et al., 2007).

On the other hand, supervisors are perceived as agents who directly responsible to communicate the information needed to support the employees regarding the organisation change (Cole, Bruch, & Vogel, 2006). Colquitt (2001) suggested that treatments received by employees are related closely with organisation justice, especially interactional justice which is a social side of justice that can be divided into two separate aspects: informational justice and interpersonal justice (Greenberg, 1993). Becoming the main mediator between organisation and employees in disseminating information is a management representation regarding fairness perceived through their interpersonal attitude (Cole, et al., 2006). In contrast, TFL dimensions also show that informational justice and interpersonal justice perceived can mediate the effect of TFL towards CAOC, because the leaders who reflect individual consideration are trying to understand the obstacles of their employees about the organisation change. This can overcome the issue effectively because the leaders are listening with full attention, conducting some consulting, mentoring and training based on each individual needs (Bass, 1997). Moreover, leaders who use inspirational motivation can communicate information along with self-promoting themselves towards their employees.

Transformational leaders give information about organisation changes through self-enthusiasm and clearer vision. Ideal influence in giving information about organisation change will effectively translate the change into concrete behaviour and will result in positive outcome (Bass, 1997). Similarly, leaders who apply intellectual stimulation will encourage their followers to express their creative ideas by questioning their beliefs, tradition, and old assumption (Bass, 1997). In addition to that, intellectual stimulation also helps employees to keep having cognitive flexibility that will push them to be more open to new ideas (Deci & Ryan, 1980, in Bass, 1997). This personal approach describes in clearer picture about the future that is aimed to be reached together as an organisation, as well as preventing members from feeling doubtful in organisation change by giving the reasoning and relevant information (Bass, 1997). Therefore, through transformational leaders, employees feel fulfilled with relevant information with informational justice in a supportive way or interpersonal justice, so they are expected to not be pessimistic or cynical to the change of organisation.

There were previous studies about transformational leadership in the context of organisation change, such as transformational leadership affects the change commitment, where transformational leadership can raise the commitment (Herold, et al, 2008; Howarth & Rafferty, 2010; Lo, Ramayah, & Run 2010). On the other side, there are only a few studies that relates the transformational leadership with the cynicism towards organisation change. A study conducted by Bommer, Rich, & Rubin (2005) revealed that there is a negative correlation between transformational leadership and CAOC. However, the study result of Bommer et al. (2005) had contextual limitation, which was only relevant to people in the USA. Additionally, Wang, et al (2015) argued that leadership is highly affected by cultural values, where Asian cultures are mostly collective and very contrast with Western cultures. Asian cultures highlight social equality and social exchanges between common society and authority parties (Wang, et al, 2015). Moreover, some researches claimed that there is influence of national culture towards the attribute and effectiveness of leaders (House et al, 2002; Chuang, 2013). In Wang, et al (2015) research that was conducted to Chinese society, interactional fairness became mediator variable towards the relationship between leadership style and loyalty to the leaders.

According to the elaboration above, researchers assumes that informational justice and interpersonal justice are two variables that can connect how transformational leadership affects cynicism towards organisation change. Transformational leadership will raise the perception of informational justice and interpersonal justice, as well as reducing the level of CAOC

amongst the employees. Respectively, the higher the perception of informational justice and interpersonal fairness, the more it will reduce the CAOC amongst the employees. If this assumption is proved right, then the mediation test towards informational justice and interactional fairness will have partial mediation effect to the transformational leadership towards CAOC. This research is expected to enrich the explanation of antecedent in cynicism towards organisation change.

This research is done in XYZ Company, a wood manufacturer company that has applied many changes in many aspects within the last five years in their business for the future. The changes include restructuration, basic raw material, market demands, carpentering environment and structure of the company. Data collection was used through questionnaires distribution and will be processed using SPSS Ver.23 with Macro Processing addition (Hayes, 2013).

Based on the mentioned background, there are some researches questions become the aims of this research, which are:

1. Is there any correlation between transformational leadership and cynicism towards organisation change?
2. Is there any correlation between transformational leadership and informational justice?
3. Is there any correlation between transformational leadership and interpersonal justice?
4. Is there any correlation between informational fairness and cynicism towards organisation change?
5. Is there any correlation between interpersonal justice and cynicism towards organisation change?
6. Does informational justice mediate the relationship between transformational leadership style and cynicism of employees towards organisation change?
7. Does interpersonal fairness mediate the relationship between transformational leadership style and cynicism of employees towards organisation change?

The objective of this study is to answer the research questions about correlation between transformational leadership and cynicism of employees towards organisational change, informational justice and interpersonal justice. This study also seeks to examine the relationship between informational justice and interpersonal justice and cynicism toward organizational change, as well as the mediation effect of informational justice and interpersonal justice within the relationship between transformational leadership and cynicism toward organizational change.

Theoretical Background

Cynicism against Organisational Change: Wanous, Reichers, & Austin (2000) defined Cynicism Against Organisational Change (CAOC) as a pessimistic view on how successful an effort to make changes that has undergone a change or still is going through change, because of parties that are involved and responsible in the change are considered unmotivated, incompetent, or both. Wanous, Reichers & Austin (2000) argued that CAOC is a combination of two elements, which is: pessimism about successful changes in the future and dispositional attribution) that put blame on unsuccessful changes to "those who are responsible". On the other hand, cynicism about organisational change can also become a self-fulfilling prophecy, where individual views on predicting a certain outcome will affect the individuals themselves towards similar behaviour or decision that leads to the actual outcome. In this case, individuals think that the changes that happened will not be successful and it leads to their mindset to inhibit changes (Reichers, Wanous & Austin, 1997).

Reichers, Wanous, & Austin (1997) differentiate scepticism where scepticism doubts the success of change but still hoping that positive changes will occur. Meanwhile, cynicism is

seen as less optimistic about successful changes because of historical evidence of failures. Cynicism and Scepticism seen as similar constructs, though differ in levels of optimism of the outcome. Wanous et al (2000) believes that CAOC is a form of response learnt instead of response that originates from each individual's predisposition. In regards to that, emerging CAOC is influenced by external factors, such as the image of the organisation. In this case, although people have different levels of predisposition of cynicism attitude, individuals in general build cynicism attitude in the workplace as a response to the company's image.

Transformational Leadership: Bass (1999) defines transformational leadership as leadership that can move the followers to act outside of personal agenda through ideal influence (charisma), inspiration, intellectual stimulation, or individual consideration. This aspect increases maturity level and aspiration along with the desire to achieve, and self-actualisation followers (Bass, 1999). Transformational leadership also can drive its followers to put personal interest aside for the good of the group, organisation, or society (Bass, 1999).

According to Greenberg (1993), informational justice relates to procedural information that consider employees concerns (for example, those who receives negative result such as rejected proposal or rejected job application will most likely accept the result as fair when they are given a reasonable explanation about the procedure that was done, compared to the absence of explanation). For an explanation can be considered to be fair, however it is, they also need to have truthful and logical reasoning (Greenberg, 1999).

Greenberg (1993) mentioned that interpersonal justice is a distributive social justice aspect. This can be found by showing individual care regarding distributive results that they obtain. With that, fairness is focused on immediate consequences from those results rather than on information about procedure that leads to the results (informational justice). On the other side, apology is one of the tactics that can improve interpersonal justice because it involves expressing regrets, as an apology is an effective way to reduce anger expression (Greenberg, 1999).

In overall, this study explains the effect of transformational leadership on cynicism on organisational change through mediation effect of informational and interpersonal justice variables. In this study, relationship between transformational leadership and cynicism on organisational change that mediated by informational and interpersonal justice variables are observed in a model such as this:
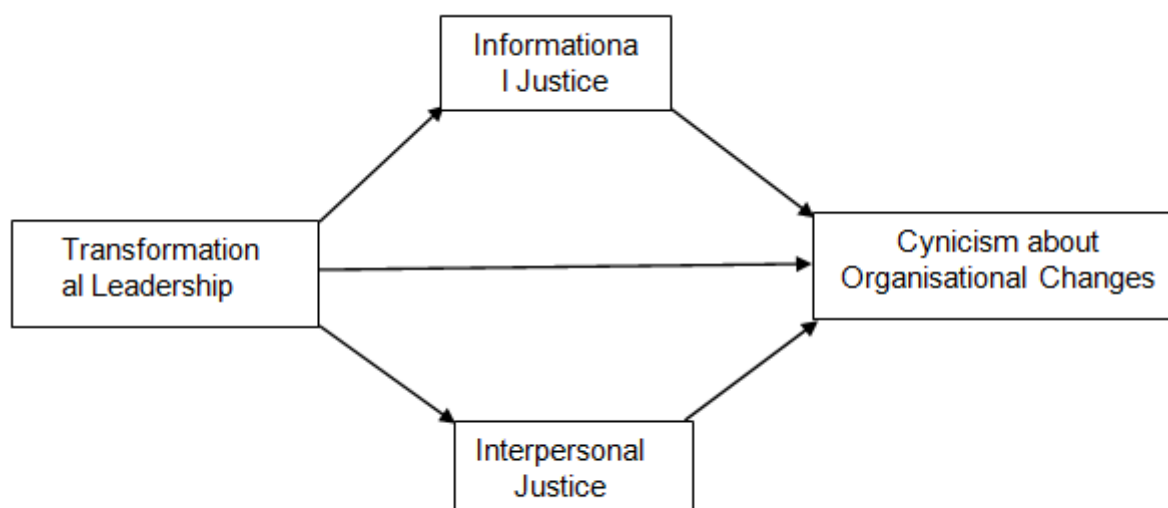
Source: Research data
Figure 1. Conceptual Research Framework

METHOD

Based on the strategy, this study used a correlational design. In correlational study, two or more variables are measured to obtain scores for each individual. This measurement conducted to identify the pattern(s) between the variables and measure their correlation strengths (Gravetter & Forzano, 2011). One of the important aspects in correlational study is to find the relationship between variables to predict behaviour. In a correlational study, there is a clear distinction between variables used to predict or predictor variable and variable that is predicted or criterion variable. The statistical process for using independent variables to predict related variables is called regression. The purpose of regression is to find a formula to predict the most accurate result forms Y (Dependent Variable) for every value of X (Independent Variable). There are characteristics for respondents in this study: employees that works in a company that have undergone organisational change(s) and will be going to undergo organisational change(s) in the future, have been working in said company for at least two years, and at least graduated from High School or equivalent.

The sampling technique of this study is non-random or non-probability sampling in consideration of that the population of this study hardly identified in number. Moreover, the type of sampling technique of this study is convenience sampling. According to Gravetter and Forzano (2010), convenience sampling is utilised for finding participants based on their availability and willingness to participate. In this study, the researcher uses questionnaires as an instrument to collect data with measuring instruments include Cynicism About Organizational Change (Wanous et al., 2000), Multi-Level Questionnaire Form 5x (Avolio, Bass, and Jung, 1995), and Organizational Justice Scale (Colquitt, 2001). Before using any measuring instrument is utilised in this study, the researcher changed the language of the instruments into Bahasa. After instrument translation is completed, the researcher uses expert judgment analysis in collaboration with a psychologist, to find out the face validity of the measuring instruments use in this study. The researcher examines the measuring instruments on 34 employees of the XYZ company.

The study is conducted at four wood manufacturing plants of the XYZ company located in Central Java and East Java. The data collection process takes place from 2 to 4 November 2016. The employees participating in this study receive the questionnaire booklet along with the reward as a form of gratitude from the researcher. As much as 237 questionnaires from 250 total distributed questionnaires are collected. After filtering the data, questionnaire data that can and are used in this study amounts to 165 questionnaires.

The data of this study is processed using SPSS (Statistical Package for the Social Sciences) 23.0. Statistical analysis that are used include Descriptive Statistical Analysis, Pearson Product-Moment Correlation Coefficient, Macro Process (Hayes, 2013), and ANOVA (One Way Analysis of Variance).

RESULTS AND DISCUSSION

Table 1 General Description for Respondents Demographic

Characteristics	Amount	Percentage
Gender		
1. Male	137	83%
2. Female	28	17%
Age		
1. 23 – 24 years old	3	1,8%
2. 25 – 44 years old	112	67,9%
3. > 44 years old	50	30,3%
Education Level		

1. High School and Equivalent	92	55,8%	
2. Diploma	16	9,7%	
3. Bacheloor's Degree	53	32,1%	
4. Master Degree	4	2,4%	
Duration			
1. 2 – 5 years old	19	11,5%	
2. 6 – 10 years old	31	18,8%	
3. 11 – 15 years old	43	26,1%	
4. 16 – 20 years old	33	20 %	
5. > 20 years old	39	23,6%	
Position			
1. Staff	80	48,5%	
2. Head of Unit	46	27,9%	
3. Head of Section	29	17,6%	
4. Head of Department	10	6,1%	

Source: Research data

Table 1 shows that the majority of participants in this study are men (83%) with age range from 25 to 44 years old (67,9%). The employees in this study are dominated by company staff (48,5%) who have been working for 11 to 15 years (26,1%). To answer the research questions, correlation and regression analysis conducted which the results will explain in table 2 and 3. Additionally, to obtain the effect of mediation of informational and interpersonal justice, the researcher uses macro process (Hayes, 2013) to analyse directly and indirectly, and total effect of the models offered in this study. The conceptual model explained in Figure 2 and 3.

Table 2 Correlation Between Research Variables

	CAOC	TFL	Informational	Interpersonal
CAOC	1	- 0,61***	-0,55***	-0,49***
TFL	- 0,61***	1	0,76***	0,66***
Informational	-0,55***	0,76***	1	0,82***
Interpersonal	-0,49***	0,66***	0,82***	1

*** p < 0,001
Source: Research data

Table 4. Linear Regression Analysis for Research Variables

|		R	R2	B	Sig
Result Variable	Informational Justice				
Predictor	Transformational Leadership	0,76	0,58	0,76	0,001
Result Variable	Interpesonal Justice				
Predictor	Transformational Leadership	0,66	0,44	0,66	0,001
Result Variable	CAOC				
Predictor	Transformational Leadership	0,61	0,37	-0,61	0,001
	Informational Justice	0,55	0,30	-0,55	0,001
	Interpersonal Justice	0,49	0,24	-0,49	0,001

Source: Research data
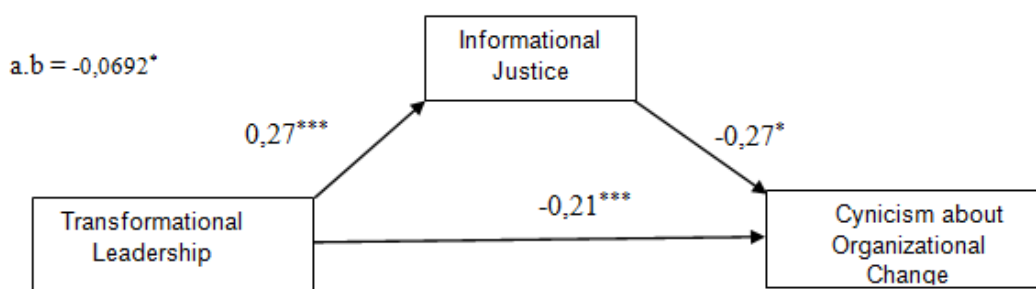
Figure 2. The Effect of Transformational Leadership on Cynicism on Organisational Change Mediated by Informational Justice
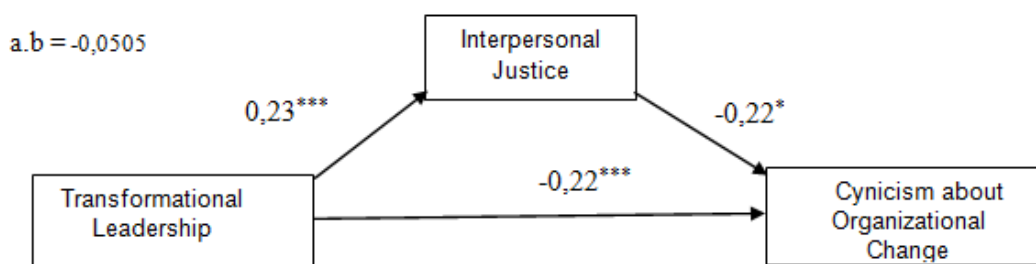

Figure 3. The Effect of Transformational Leadership on Cynicism on Organisational Change Mediated by Interpersonal Justice

Coefficient value *unstandardized coefficient* (B)
* p < 0,05; ** p < 0,01; *** p < 0,001

As seen on Table 2, each variable significantly has correlation value in which the higher transformational leadership, therefore the higher perception of informational and interpersonal justice. Moreover, cynicism against organisational changes has negative correlation with all other variables means the higher CAOC therefore the lower perception of transformational leadership, informational and interpersonal justice. Additionally, regression test results suggest that transformational leadership can be a predictor for other three variables, with informational and interpersonal justice can be the predictors for CAOC.

Discussion
The results of this study show that transformational leadership can decrease the occurrence of CAOC within employees. This finding corresponds with Reichers et al. (1997), wherein the employees have expectations that good leaders have control of their organisation and when the organisation fails, employees would put the blame on their leaders. Even though, leadership very particularly affected by cultural values -- in which Asia as a collective culture is distinct in particular with west culture (Wang et al., 2015). This finding corresponds with Boomer et al. (2005) -- wherein the research done in USA--that shows negative correlations between transformational leadership with CAOC.
The mediation analysis conducted in this study yielded two distinct results: there is an effect of mediation from informational justice on the relationship between transformational leadership and CAOC, but no mediation effect from interpersonal justice on the relationship between transformational leadership and CAOC. This finding varies from those of Wu et al. (2007) and Fuch (2011), who discovered that the influence of moderation from cohesion perception on the connection between transformational leadership (TFL) and CAOC was entirely mediated by interpersonal justice. Meanwhile interpersonal justice not mediated by

informational justice (Wu et al, 2007) but positively correlated and significant with pro-change behaviour (Fuchs, 2011).

Although the result of this study differs from previous researches results, researcher argued that based on CAOC antecedent where information and communication openness is a factor that causes CAOC to arise (Mangundjaya, 2021). For organisation members, it is important to feel that they are given satisfactory and equal chances and information about organisational change(s) through their personal enthusiasm. Through that rationalisation, it can be concluded that informational justice can explain the relationship between transformational leadership and CAOC.

Data analysis conducted in this study uses Macro Process from Hayes (2013) that presents direct and indirect effect to dependent variables. Other than that, using model 4 – in which uses simple mediation, the effect of independent variable on the mediator variable, and mediator variable to dependent variable was visible. Analysis result shows that there are good direct results when the independent variables (Transformational Leadership) affect the dependent variable (CAOC) through mediator variables of informational and interpersonal justice. Also, out independent variable can be very strong predictor for the two mediators. However, even though both mediator variables can predict independent variable, the connection of both variables was not as strong as how the dependent variable was. This affected the indirect result, where mediation from informational justice was considered small and did not receive mediation effect from interpersonal justice. In conclusion, mediator variables that were used in this study was not accurate enough in light of the prediction strength or transformational leadership towards CAOC was better than the prediction strength from mediator variables.

CONCLUSION

This study attempt to explain the mechanism and the dynamics between CAOC and its relationship with transformational leadership, informational justice, and interpersonal justice. Based on the result of this study data analysis, it is concludable that transformational leadership, informational and interpersonal justice can be a negative predictor for CAOC. It is seen that the increase of transformational leadership, informational and interpersonal justice will be followed by a decrease in CAOC score. On the other side, transformational leadership can be a favorable predictor of informational and interpersonal justice. Using simple mediation, the findings of this study indicate that informational justice has a partial mediation influence on how transformational leadership affects CAOC. However, interpersonal justice does not moderate the impact of transformative leadership on CAOC.

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